

Hofstede: Cultures and Organizations

TABLE 2.4 Key Differences Between Small- and Large-Power-Distance

Societies: Workplace

SMALL POWER DISTANCE	LARGE POWER DISTANCE
Hierarchy in organizations means an inequality of roles, established for convenience.	Hierarchy in organizations reflects existential inequality between higher and lower levels.
Decentralization is popular.	Centralization is popular.
There are fewer supervisory personnel.	There are more supervisory personnel.
There is a narrow salary range between the top and bottom of the organization.	There is a wide salary range between the top and bottom of the organization.
Managers rely on their own experience and on subordinates.	Managers rely on superiors and on formal rules.
Subordinates expect to be consulted.	Subordinates expect to be told what to <i>do</i> .
The ideal boss is a resourceful democrat.	The ideal boss is a benevolent autocrat, or "good father."
Subordinate-superior relations are pragmatic.	Subordinate-superior relations are emotional.
Privileges and status symbols are frowned upon.	Privileges and status symbols are normal and popular.
Manual work has the same status as office work.	White-collar jobs are valued more than blue-collar jobs.